

Hub

magazine

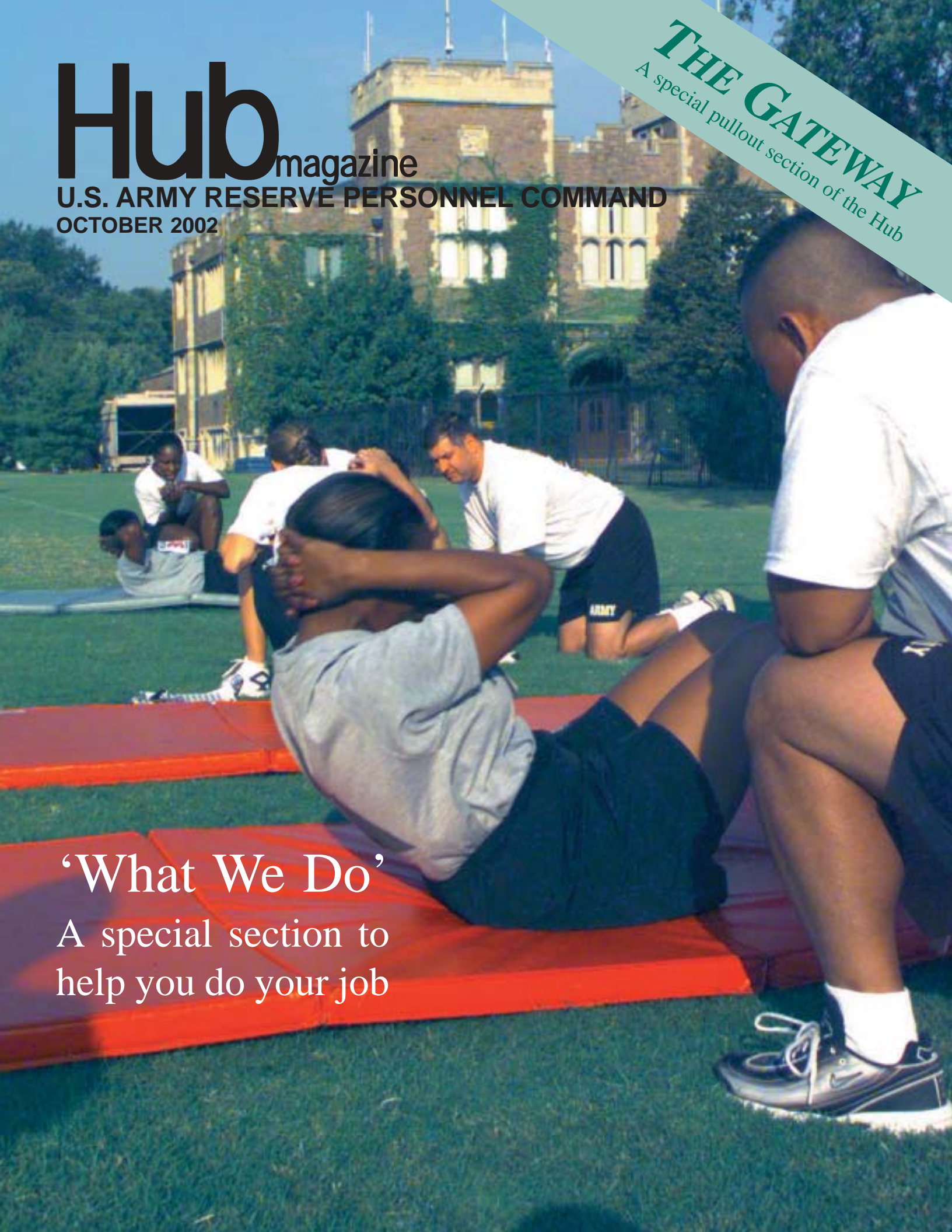
U.S. ARMY RESERVE PERSONNEL COMMAND

OCTOBER 2002

THE GATEWAY
A special pullout section of the Hub

‘What We Do’

A special section to
help you do your job



Hub

Vol. 32, No. 12

COMMANDER

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On the cover: AR-PERSCOM soldiers participate in the APFT at Washington University in St. Louis Oct. 1. The Army Physical Fitness Test was conducted Oct. 1 to 3. Photo by Master Sgt. Brian Kappmeyer.

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COMMANDER'S CALL

COL. ELTON C. BRUCE



AR-PERSCOM commander announces that Hub, Gateway 'join' The Army transformation

I have some remarkable news for you. We have found a faster way to serve your communication needs. You will be able to get the news you need without waiting.

As a cost-saving measure, the Gateway insert will no longer be published as part of the Hub. On a regular basis, the Full Time Support Management Directorate will send a message with AGR news to your Army Knowledge Online, or AKO, e-mail address.

Since every member of the Army is required to have an AKO address, every AGR soldier is assured of receiving the information. As a result, not only will we save postage, we will save the cost of returned magazines and the personnel cost of chasing those change-of-address leads.

Following suit, after this issue, the Hub magazine will no longer appear in hard copy. It will soon become an integral part of AR-PERSCOM's Intranet for its employees.

Contractors and other subject-matter experts are working now to update our Intranet to make it more user-friendly, and the Hub is a big part of that. You will be able to click on it directly instead of going through several layers of links.

We at AR-PERSCOM are always looking for ways to improve the way we do business, and transforming the Hub and the Gateway into electronic products is just another way to do that.

Having information at your fingertips at the click of a button makes life in this fast-paced world that much easier.

Active Guard Reservists have enough going on without having to wait for a magazine to come out every quarter. AR-PERSCOM employees, who have enjoyed the monthly version of the Hub, will enjoy reading regularly updated informa-

tion, something that isn't possible with a hard-copy publication.

We look forward to bringing you the best our technology has to offer.

Another service we would like to bring you – in this issue – is a special section on the personnel directorates and special offices of the U.S. Army Reserve Personnel Command that directly serve soldiers in the field:

- Enlisted Personnel Management Directorate;
- Full Time Support Management Directorate
- Health Services Personnel Management Directorate;
- Officer Personnel Management Directorate;
- Personnel Actions and Services Directorate;
- Personnel Proponency Office;
- Personnel Records Imaging Services; and
- Plans Directorate.

This section will help AGR soldiers get to know the inner workings of this command so they can bring that information back to the soldiers in their troop program units, or TPUs.

When soldiers know what we do for them, it in turn helps AR-PERSCOM better serve soldiers. After all, that's why we're here.

**“Get to know
the inner workings
of our organization
so you can bring
that information
back to the soldiers
in your TPU unit.”**

SERGEANTS BUSINESS



Command Sgt. Maj. Ray Hemingway

Train, train, train

Do you get enough training? I say not. Training is the cornerstone of what makes a soldier the professional soldier that he or she is or will become.

The more training we receive, the better we perform as individual soldiers. We as an Army force train in peace time to fight in Wartime. The OPTEMPO in the United States Army Reserve continues to remain high as we transform the Army for the future. As we transform, we are at war, make no mistake or doubt the fact.

Every soldier has a responsibility to make sure that he or she understands what their requirements are for individual and sustainment training for MOS and NCOES training. Just as we should demand good leadership, we all should demand the training we need to be complete soldiers. We all are first and foremost infantry soldiers. Therefore, we must be fully trained to be able to “lock-n-load, rock-n-roll, going full boogey-tilt, pedal-to-the-medal, brain engaged wide open to engage the enemy everywhere in the world, anytime when needed. As soldiers, we can’t accept anything less as a standard.

Having talked about individual training, I can’t leave out collective training. Collective training is the cornerstone of what makes effective teams, Squads, Platoons and Companies lethal agents of the “War Daddy, the commander.” Battles are won at these echelons. We have got to ensure that collective training at all levels is done and done to standard. We must ensure collective training is validated, and we must enforce Mission Essential Training Tasks

List (METL) training. Also pivotal, we have got to ensure current available training support and resources are available to ensure collective training is accomplished.

Equally important is physical fitness training, which is a key readiness indicator. I believe that every soldier has got to be physically able to perform individual and collective tasks. The Army Physical Fitness Test (APFT) is one of the commander’s readiness assessment tools to

help determine the physical readiness of his command. I cannot over-emphasize that physical fitness is an integral part of the individual and collective training platform of every unit. So, to coin language from my commander, the Chief Army Reserve and a fellow Command Sergeant Major, **“let’s stop waffling, gum-bumping and ear flapping and get on with it.”** We can ill afford to dismiss our critical readiness requirements necessary to be battle-ready.

Training soldiers is NCO business. That responsibility cannot be downloaded. The first item on any soldier’s checklist who is getting ready to do down range to school should be the command sergeant major’s signature or sergeant major’s, or first sergeant’s, whichever applies. Bottom line, the senior NCO leadership should accept total responsibility to make sure every soldier is ready to launch and engage training. We still have soldiers showing up at schools who are over weight, out of shape, can’t pass a physical fitness test, and just not mentally ready to engage training. This has to STOP! When we fail to make sure our soldiers are ready for training, we lose valuable training seats.

Food for thought: If I had to take a platoon, a company, or battalion into combat to engage the enemy, I can’t think of any greater reward or satisfaction than to engage the enemy in battle with ready equipped and trained soldiers, declare victory, and ultimately return America’s sons and daughters home in totality. HOOAH!

“TRAIN, TRAIN, TRAIN”

**‘Just as
we should demand
good leadership,
we all should
demand the
training we need
to be complete
soldiers.
We all are
first and foremost
infantry soldiers.’**

Humility is crucial, though overlooked, leadership trait



Maj. Mark Quartullo

The concept of “Leadership” is one that has been well traversed in both the military and American society – perhaps so much that it can become confusing as to what comprises “good leadership.” Yet, in the nearly excessive blur of opinion and information, certain important aspects can be missed. Thus, I would like to address one characteristic that I feel is often overlooked: *Humility*. While it is perhaps not as important as others (like decisiveness), it is nonetheless an important part of the character and expression of good leadership.

Humility can be defined as the quality or state of modesty in behavior, attitude and spirit. It affords a lack of pretentiousness and a deferential respect to the individuals and institutions around us. And it discourages self-promotion.

There have been many great leaders in U. S. history who embodied this trait, and led accordingly. Perhaps this is why they are regarded by many today as “great.”

Ulysses S. Grant was at times indistinguishable from the many foot soldiers he led. Most of the time, he was dressed in a basic issue “sack coat” and either a foraging cap or wide-brimmed officers hat, rather than the well-ornamented general’s uniform(s) of the time. The soldiers noticed how few comforts he accepted, how he ate the same field rations issued to the standard union soldier. They noticed how he performed his duties without fanfare or self-promotion, and respected him for it. This also earned the respect and admiration of Abraham Lincoln – maybe because the two men were very much alike in this sense.

In late 1861, Lincoln called on George B. McClellan as the new Union commander devised strategy at his home a few blocks from the White House. The butler politely told him that the general was “indisposed” and would let him know the president was there. Lincoln waited patiently. After over two hours, the butler informed Lincoln that McClellan had “retired for the evening” and he would have to “call back in the morning.” Lincoln thanked him and left. It is safe to say that most anyone would have been incensed at the slight. Yet, Lincoln saw it another way. He viewed McClellan’s work as vital to the Union cause and, if this work would bring success, perhaps he could swallow his pride for the greater good.

A modern example would be Ronald Reagan. On the eve of his election in 1980, a reporter asked what he thought Americans saw in him.

“Would you laugh if I told you that I think, maybe they see themselves and that I’m one of them? I’ve never been able to detach myself or think that I, somehow, am apart from them.”

Reagan’s humility is now legendary to both political opponents and supporters alike. The image of the leader of the “free world” shortly after the assassination attempt in 1981 on his hands and knees in his hospital room bathroom, mopping up water he had spilled so as not to inconvenience the nurses, is a striking one.

And his humility is greatly evidenced by his self-deprecating sense of humor. He liked to convey the following story. Once, while campaigning door-to-door for governor of California in 1966, he was greeted by an older man.

“I know you,” he said, “but I can’t place your name...wait, could you give me a hint?”

“R.R...,” Reagan replied, his voice rising. The old man smiled.

“Hey, I know you...wait, my wife thinks you’re great!” The man turned away as Reagan puffed out his chest, feeling important. However, this feeling was short-lived as he heard the man say: “Hey, honey, come quick! Roy Rogers is at the door!”

Whether it was about his age (“when I go in for a physical, they no longer ask how old I am. They just carbon-date me”) or joking about particularly difficult moments of his presidency (“Remember the flap about ‘We begin bombing the Russians in five minutes’? Remember when I fell asleep next to the pope? Ah, those were the good ol’ days”), his self-deprecation exhibits an inherently humble nature that helped make him one of our most popular and successful presidents. He knew it was never about him – it was about what he thought was right for the country.

It can be difficult to remember for many in higher positions of responsibility that, despite what this implies, we are all on the same moral level as human beings. Leadership is a function and all leaders must develop the abilities and character to exercise it effectively. We develop certain aptitudes, but we all have failings as well. Yet, we must maintain an essential respect for soldiers and superiors alike and differing or elevated positions do not represent an *inherent* superiority to anyone. Humility in a leader is an indication that he or she has learned this lesson. It is an important part of ensuring leadership credibility and that soldiers are treated with understanding and respect always.

KEEPING THE FAITH



Chaplain (Col.) James Welch

*‘God is not in a box:
We should dance!’*

The Old Testament book of Second Samuel is a great example of raw Hebrew humor and ridicule at work. The point of the humor and ridicule is deadly serious – God will not be defeated.

The entire sixth chapter surrounds the Ark of the Covenant. You might remember a representation of the ark from “Indiana Jones and the Lost Ark.” (Read about what it looked like in Exodus Chapter 25.) The ark was a treasured symbol in Israel. The Israelites carried it in their wilderness travels. When they became a settled people, the ark was deposited in the shrine at Shiloh.

The ark was a symbol of the God who marched with and dealt directly with the people. That way, wherever the people went, God was with them. They had God in a box, so to speak. Pretty convenient!

There are people who think they own God. They will decide what God is and is not. They will decide what God wants and does not want. They treat God as a possession; something that is theirs ... something that can be kept in a box.

The history of this story goes like this: The Hebrews and the Philistines were not the best of neighbors. In fact, they often fought like the McCoys and the Hatfields. The Hebrews had suffered a major defeat once and again at the hands of the Philistines. Now, it was time to get back, to inflict some punishment, and so in an effort to restore the shattered morale the ark was taken out of the shrine at Shiloh, and the

**‘God is
confounding and
confusing everybody.’**

Hebrews marched against the Philistines. Well, even with their “magic box” with God, the Philistines pounded the daylights out of the Hebrews. Not only were the Hebrews soundly defeated, but also the Philistines took the ark and placed it in captivity.

This was not a wise move on the part of the Philistines, for they discovered that the ark was a bit like radioactive waste because strange things began to happen which is the point of this marvelous Old Testament story.

The Philistines set the ark as a trophy in the house of Dagon, their god. But the next day Dagon is found face down in a position of homage before the ark. They set him back upright. The next day he is not only on the ground but his hands and head have been severed. Then the people of Ashdod begin to be afflicted by boils in embarrassing places and hordes of hungry mice begin to show up in their grain fields. So they move the ark to another place and similar things happen. This is something like the problem of trying to store radioactive waste.

There is raw humor and ridicule at work in this story. God is confounding and confusing everybody: Hebrews as well as the

Philistines. A profound insight is being birthed here in a primitive way: an insight about the nature of defeat. The Israelites had marched into war with the ark, but was God’s blessing on their regiments? And the Philistines, how did they make out? What we have here is an emerging insight into the ways of a God who refuses to be either bound, programmed or captured; kept in a private box; domesticated in some private chapel. Whoever wrote this story was writing for posterity, for a people who would lose their shrines to Assyrian invasion and see their temple burned once by the Babylonians and once by Romans.

While this story is ancient, it is still for us. It is a story for all persons who try to domesticate and manipulate God, as we so often do in our prayer life and our faith expectations. In our spiritual journey we should not try to barter and bargain with God. We should not be using our time and talents trying to make sure that God sees the good deeds that we are doing for others.

John, the captive visionary on the island of Patmos, catches a glimpse of the far-flung victory of God when he writes, “Then God’s temple in heaven was opened, and the ark of his covenant was seen within the temple...” (Revelation 10:19)

We should do what David did in the story from 2 Samuel as he brought the ark to Jerusalem. He danced before the Lord. Friends, one of the great messages of this story and perhaps of the entire Bible, is this: God is not to be defeated!

KEEPING THE FAITH



Yvonne Byrd, the assistant director of the Sounds of 100, conducts the Federal Records Center's choral group during the Sept. 11 remembrance ceremony in the Great Halls.



Photos by Master Sgt. Brian Kappmeyer
The Rev. Dr. Don L. Forsman, who was once a World War II ball-turret gunner for the Army Air Force, tells a story about being prepared at the Sept. 11 remembrance ceremony, which took place at AR-PERSCOM one year after the terrorist attacks on the World Trade Center and the Pentagon.

Sept. 11 remembered as America's call to action

You don't go up in a World War II B-17 bomber as a ball-turret gunner unless you're prepared for everything that could possibly go wrong – or at least you shouldn't.

The Rev. Dr. Don L. Forsman was once Sgt. Don Forsman in Aerial Gunner School. A regular part of the school was donning a blindfold and disassembling and reassembling twin machine guns, just like the ones up in a B-17. It wasn't easy, and another student found a way to circumvent the system. He stuck a pin into the blindfold so many times and in so many places that the soldier could see through the blindfold when the other soldiers were fumbling around. The cadre was none the wiser. Now, this shortcut soldier was smart enough not to graduate top in his class (for fear of arousing suspicion), but he was in the top three.

In one aerial battle over Dresden, Germany, the 34th Bomber Group took it hard. Many planes were hit, and the smoke was filling the fuselage and the ball-turret. Forsman's training with the blindfold stood him in good stead, and he was able to keep firing throughout the bomber's descent.

The shortcut soldier's crew went down with their bomber. After the battle, it turned out that his gun was never fired. Forsman is sure that, in the smoke, he put the left gun into the right socket and the right gun into the left socket. That soldier was not prepared for the worst because he was trying to get around the system. He was not doing his part.

Forsman reminded the AR-PERSCOM work force that "we've gone to war, but you wouldn't know it because it's buried on the inside of the newspaper, replaced by Enron, WorldCom and Williams Communications. Even in a year, it seems as long ago as Pearl Harbor itself."

Forsman said that Americans need to ask, "What has happened to our America?"

A minister with the United Methodist Church, Forsman identified three symptoms of the breakdown of America's moral fiber: 1. Young people show "irresponsible rebellion. They learned it from you and from me, shirking our responsibility. We hide our rebellion behind a newspaper or staring into the boob tube. We wonder where the young people get it from – they get it from us." 2. There is "uncommitted laziness." He compared America to Rome and the decline of the Roman Empire. The Romans, like many Americans, want only comfort – the easy way out.

"You even see it in the gainfully employed – doing just enough to keep their jobs. Our country is in for some hard times if we continue in uncommitted laziness instead of replacing it with the work ethic of long ago."

3. Moral distinctions have been blurred. Forsman's unethical B-17 ball-turret gunner is a prime example of this.

The cure for these three societal ills is to "commit our lives to whatever faith we embrace," Forsman said. "Let's not forget those patriots of 9-11. Let's roll, America. Let's roll."

"Let's roll" were the last known words of Todd Beamer aboard Flight 93. The passengers aboard that flight had heard the fates of the flights involved in the terrorist attacks against the World Trade Center and the Pentagon. With Beamer's dynamic words, they took matters into their own hands.

They prevented the terrorists on board from using their plane as an incendiary device. Their efforts doubtless saved countless lives; however, they resulted in the plane making a crash landing in a field in Shanksville, Pa. All aboard were killed. (A.W.)

VIEWPOINT



SECDEF Donald H. Rumsfeld

Secretary of defense lauds heroes of Sept. 11 attacks, DOD employees who carry on the fight against terrorism

Last month, Americans everywhere paused to remember Sept. 11th of last year — a day forever etched in our minds and on our hearts.

While the dimensions of the tragedy were profound to be sure, so too was the outpouring of patriotism that united our people. Heroes arose among us who rescued the wounded, comforted the dying, and went to war to defend the freedoms

Americans hold dear.

You can be proud of what has been accomplished thus far.

Afghanistan has been transformed from a pariah state, where terrorists were trained and hatred exported, to a land liberated from brutality and oppression. Some 90 nations — nearly half the world — have joined us in the fight.

But notwithstanding the many accom-

plishments, we are still closer to the beginning of this war than to its end. Victory will take patience and courage. But we will prevail. We will prevail because our cause is just—and our nation is blessed with the greatest Armed Force on the face of the earth.

Thank you for all you have done, and continue to do, for our country and for the world.

Army Reserve victims of the Sept. 11 attacks

✚ Warrant Officer 1 Ronald P. Bucca, a New York City Fire Department fire marshal, killed during rescue efforts at the World Trade Center's Twin Towers.

✚ Retired Col. Ronald Golinski, a Department of Army civilian, killed on duty in the Pentagon. Retired Lt. Gen. Thomas Plewes, the chief of the Army Reserve who retired last May, recalled how happy Golinski had been a short time before Sept. 11 at his daughter's wedding. A retired AGR officer, he was once the EP director at ARPERCEN.

✚ Staff Sgt. Frederick J. Ill, a NYFD fire captain, killed during rescue efforts at the Twin Towers.

✚ Capt. Michael D. Mullan, a New York City Fire Department firefighter, killed during rescue efforts at WTC.

✚ Lt. Col. William H. Polhmann, an attorney who worked



on the 91st floor of Tower 2, killed at WTC.

✚ Sgt. Shawn Powell, a New York City Fire Department firefighter, killed during rescue efforts at the Twin Towers.

✚ Retired Col. Rick Rescorla, security chief at Morgan Stanley Dean Witter, killed while helping others escape the Twin Towers. He had been prominently mentioned for his actions as an infantry platoon leader in the book, "We Were Soldiers Once ... and Young," now a major motion picture.

✚ Col. David Scales, an Active Guard Reserve officer who once worked at ARPERCEN, AR-PERSCOM's predecessor, killed on duty in the Pentagon. His story and biography can be found at http://www.army.mil/usar/news/2001archives/9-11_archive/davescales.html

✚ Capt. Mark P. Whitford, a NYFD firefighter, killed during rescue efforts at WTC.





THE GATEWAY

Information for the USAR Full-Time Support Community

A special pullout section of the Hub



Hub/Gateway goes strictly electronic

In a bid to save printing and postage costs, FTSMMD's new director, Lt. Col. Norma Nixon, who was the FTSMMD story coordinator, pitched the discontinuation of a hard-copy Gateway in favor of e-mailing AGR news to AGR soldiers regularly.

AR-PERSCOM commander Col. Elton C. Bruce, has decided to let the Hub's contract run out so the October issue will be the last. The Hub will appear only on the U.S. Army Reserve Personnel Command's Intranet after that.

The Gateway insert will no longer be published as part of the quarterly issues of the Hub (January, April, July and October). The Full Time Support Management Directorate will send electronic messages to your Army Knowledge Online, or AKO, e-mail address letting you know about AGR news.

Everyone who works for the Army is required to have an AKO address so every Active Guard Reserve soldier is assured of receiving the information. As a result, not only will the U.S. Army Reserve Personnel Command save postage dollars, it will save the cost of returned magazines. These returned Hubs often have "forwarding order expired" stamped on them with a new address that the career manager is to update in the system.

FTSMMD career managers will no longer use their time to chase those change-of-address leads; they will be doing what they do best, advising AGR soldiers on their careers.

The AR-PERSCOM Intranet is now being updated to make it more user-friendly for employees. Users will be able to click on the Hub directly instead of going through several layers of links.

Army Knowledge Online: Ride info highway

by Lt. Col. Betty Knight
Deputy director of FTSMMD and
FTSMMD story coordinator

The Army Knowledge Online portal at <https://www.us.army.mil> is a central part of the transformation strategy to transform the Army into a "network-centric, knowledge-based force." AKO is the Army's single point of entry into a robust and scalable knowledge system accessible from any Internet connection.

In 2001, the secretary and chief of staff of the Army made it a requirement that all soldiers, DA civilians and Non-Appropriated Fund employees obtain AKO accounts.

AKO connects the people of the Army, no matter where they are, and helps the Army work smarter, not harder. By going to <https://www.us.army.mil> and registering for an account, users gain access to information that can help them become successful in their careers. For the first time everyone in the Army has a central place



where they can talk to everyone. This new system will allow the soldier to be self-served forever. Once at the site, the homepage offers navigation bars, Army-wide announcements, quick links and frequently used links and new.

AKO is the tool of the future. No more worries about who forgot to submit those missing documents for promotion or professional development. The person responsible for the update of the packets is the first person you see when you look in the mirror in morning.

AKO is your portal – make it work for you the way you want it to work.

AKO e-mail address will be essential for senior AGRs

by Lt. Col. Bob Marsh
Chief, Senior Officer Management Office

Correspondence from the Senior Officer Management Office, or SAMO, at the Office of the Chief of the Army Reserve, or OCAR, to AGR senior officers, non-commissioned officers and warrant officers who are currently managed or may be managed by that office in the future will be in the form of e-mail. The primary vehicle will be Army Knowledge Online, or AKO.

Senior AGRs who still need to register for an AKO account can do so by opening their Internet browser and connecting directly to the sign-up page by entering <https://ako2.us.army.mil/reg> Once an AKO account is established, make sure your personnel manager has updated AGRMIS with your address – this is where SAMO gets its information. Not having a current AKO e-mail account will certainly cause you to miss important information from SAMO.



Sgt. Maj. M. Knepper

From the sergeant major

'Time to move on'

If you have been checking this space lately, you know that this will be the last time I can talk to you in this forum in more ways than one. Not only will your Gateway information be e-mailed to you from now on, but, with more than 20 years in the AGR program, I think it is time for me to move on and let someone else get behind this desk.

I will be able to see more of my family, to include new grandchildren and my aged parents who maybe able to slow down enough in their retirements now to have time to share with me.

As I leave I want to thank everyone who has shown me the way to do things and how to be a soldier. In my position as directorate sergeant major, it has been an honor for me to serve everyone in the AGR program in some fashion – some by direct action on my part and most others by trying to establish work practices that would be applied fairly and equitably to all.

I'm proud to have been involved in Command Sgt. Maj. Alex Ray Lackey's personnel process action team. (*Read more about Lackey and his successor on page 24.*)

We accomplished a lot for soldiers, particularly

- increasing stabilization;
- increasing maximum years of service, or MYOS, for troop program unit, or TPU, soldiers;
- enforcing the provisions of conditional promotion fairly;
- providing better training opportunities;
- expediting the processing of promotion lists; and
- increasing promotion opportunities.

I've also done what I could to support the use of technology to make our processes and your records more open and available to you. As the chief of the Army Reserve, or CAR, says, we are all in the service and here to make a difference. I have been honored to serve with

so many great soldiers who have indeed improved things for all. Thanks for sharing a foxhole.

The theme for this Gateway is Readiness, and I want to leave you with some thoughts about readiness for boards. Having my infant granddaughter at home reminds me of how we — as soldiers — take care of others and ignore ourselves. So in a nutshell here is what I see as important for board readiness. Just like in the airplane, when the yellow masks appear, put yours on first.

If you have been reading this column over the passing months, you know that the most important document in any promotion file is your NCOER.

We know the theory of how to get a great one: Make a plan with your supervisor (counseling right), execute your plan, and then get it written up correctly. You can check the status of any evaluation that is part of your record in your evaluations history on your My2xCitizen personal portal. By next year you will be able to view your promotion consideration file online. You need to take advantage of that and ensure your record is as complete and accurate as can be.

You also need to take a photo (which will be transmitted to the board electronically, by the way). Having no photo looks suspicious to boards.

Get yourself in top physical condition. It will help you cope with job stress, it looks good on your evaluation, and it is part being a soldier and taking care of yourself. Gaining a bit of civilian or military education every year is also a good way to show growth.

Being active in the community is also a way to be better citizen-soldier. The bottom line is to take time for yourself. If you do that, you will be better able to help others.

Once again, it has been an honor to work with every one of you. Good luck and Godspeed to you all.

'I'm proud to have been involved in Command Sgt. Maj. Alex Ray Lackey's personnel process action team.

'We accomplished a lot for soldiers,

- particularly**
- increasing stabilization;**
- increasing maximum years of service, or MYOS, for troop program unit, or TPU, soldiers;**
- enforcing the provisions of conditional promotion fairly;**
- providing better training opportunities;**
- expediting the processing of promotion lists; and**
- increasing promotion opportunities.'**

From the eagle's nest

Acting director: 'You can't please all of the soldiers all of the time'



Lt. Col. Norma Nixon

On July 17, AR-PERSCOM commander Col. Elton Bruce detailed me to serve as the acting director of the Full Time Support Management Directorate, or FTSMD. I love this "people-centric" Army and intend to do the best I can to influence the development of a ready force of AGR soldiers who are technically and tactically proficient. The entire FTSMD team is striving to achieve our shared vision.

FTSMD Vision

Within the next three to five years, be recognized as the premier human resource management provider, ensuring force readiness and responsiveness to the commanders. The Full Time Support Management Directorate will provide the training, resources and empowerment for its employees so that they perform their duties with skill and integrity while being innovative problem solvers and motivated customer-service providers.

I know after many years in the human resource-management business, that FTSMD decisions will never please all the soldiers, all the time. Although we shoot for a win-win situation, our mission is to improve readiness by ensuring the right soldier, is in the right place, at the right time, with the right skills. The Chief, Army Reserve's January 2001 permanent change of station, or PCS, policy memorandum and FTSMD's internal business processes add "with maximum fairness" to the mix.

There are a lot of tough assignments in what many term less than desirable locations. If all the AGR soldiers got their first choice in location, over 50 percent of the AGR force would be in staff jobs in the south. That's not possible. We are a community-based Army with combat support and combat service support units in every state that need qualified (and ready) AGR soldiers to assist in improving readiness. For those of you with 10 years or more left to serve in the AGR program, you can expect a mix of MTOE and TDA assignments, both CONUS and OCONUS. Officers will be expected to be branch-qualified at every rank if selected for the operations career field. This is a change from the hundreds of "generalists" we have grown in the past.

FTSMD personnel managers have the Army's best interest just in front of your (and your family's) best interest. Sometime in your career, you will be ordered to go where the Army needs you, not necessarily where you want to go. I expect the FTSMD personnel managers to be timely, courteous and respectful to you and ask the same from you to them.

Our nation is at war today. Active Guard Reserve soldiers must be prepared to mobilize and deploy when called. Time and time again over the past few years, the Army Reserve has proven that full-time support increases readiness in units. The 13,406 Army Reserve AGR soldiers, working with the military technicians, Department of Army civilians, and Active Army counterparts have made tremendous strides in improving unit readiness.

But what about you? Are you ready? Soldier readiness comes in many forms, and in this issue we discuss the many components of a ready AGR soldier. They include medical readiness, physical readiness, family readiness, legal readiness, financial readiness and last, but certainly not least, spiritual readiness.

Take time now to improve your readiness. Be prepared to "support and defend the Constitution of the United States, against all enemies, foreign and domestic" when our nation calls.

Mobilization readiness

DNA specimen collection

The Assistant Secretary of Defense for Health Affairs, or ASD (HA), has directed collection of deoxyribonucleic acid, commonly called DNA, specimen samples from members of the Ready Reserve for remains identification. Specimen collection is a one-time requirement for each soldier.

In February 1997, the chief of the Army Reserve, directed all commands to begin DNA specimen collection, according to the U.S. Army Reserve Personnel Command's "Twice the Citizen" web site at www.2xcitizen.usar.army.mil

- Active Guard Reserve (AGR) soldiers were required to have their specimens collected by Dec. 31, 1998.
- Selected Reserve, that is, IMA/TPU/ARE (formerly JRU), soldiers are required to have their specimens collected by December 2002.
- Individual Ready Reserve (IRR) soldiers do not have a required specimen collection date set.

The collection procedures require preparation of a card containing dried blood and personal identification data. This data is then forwarded to the Armed Forces Institute of Pathology, or AFIP, DOD DNA Specimen Repository for storage.

Specimen collection will normally be conducted during the soldier's periodic physical exam, preferably when blood is being drawn for the other physical exam blood tests. Selected Reserve soldiers who have not had their DNA collected during their periodic physical will have it collected separately. Further guidance for separate collection will be furnished as needed. DNA specimen collection for new U.S. Army Reserve accessions is part of the physical examination process at the Military Entrance Processing Station.

Requests for access to filed specimen samples for purposes other than remains identification shall not ordinarily be approved. All existing laws and regulations governing access under the Privacy Act shall be observed.

For additional DNA information, contact the DNA Program Office at (314) 592-0554 or DSN 892-0554.

HIV testing

How frequent is HIV testing?

AGR/AC

Active Guard Reservists and Active Component soldiers must have HIV testing every 24 months, with every periodic physical examination and flight physical, TDYs greater than 179 days outside the continental United States, or OCONUS, and test NEGATIVE within six months of port call for permanent change of station, or PCS, OCONUS. HIV test must be completed through a DOD source or official DOD contract.

HIV for TPU/IMA/IRR/ARE (formerly JRU)

These soldiers must have HIV testing performed every five years with the periodic physical examination (HIV test must be com-

pleted through a DOD source or official DOD contract), with every flight physical and within six months of the start of active duty orders greater than 29 days (before orders are produced).

Where can I get the HIV test?

- Any Department of Defense, or DOD, medical facility;
- Any Military Entrance Processing Station, or MEPS;
- Selected Veterans Administration medical centers currently under contract with the Army Reserve; or
- Any federal occupational health clinic under DOD contract.

If you are getting only the HIV test, an HIV authorization letter may be required. You may obtain a letter from your unit or the HIV Authorization Letter (ARPC 3605) from AR-PERSCOM's HIV Management Office at 1 (800) 648-5499 or DSN 892-0392.

Can I test for HIV through my civilian doctor or through Tricare?
No. Civilian sources are not authorized to test for HIV.

I only need a current HIV test. The local MEPS told me I could not get the HIV test without completing a full periodic physical exam. Is this true?

No. The Military Entrance and Processing Station, or MEPS, can test only HIV without doing the full physical exam. You must get a letter authorizing you to get the HIV test only for a specific reason and contact the Army Reserve liaison at the MEPS to make an appointment. HIV Authorization Letter (ARPC Form 3605) may be obtained by contacting AR-PERSCOM's HIV Management Office at 1 (800) 648-5499 or DSN 892-0392.

The Active Duty Medical Facility told me I need orders to get only the HIV Test. Is this true?

No. Contact AR-PERSCOM's HIV Management Office at 1 (800) 648-5499 or DSN 892-0392 to request the HIV Authorization Letter (ARPC 3605). Orders are required in rare situations; AR-PERSCOM prepares these as absolutely required.

Periodic physicals (five-year)

Title 10, United States Code, Chapter 1007, Section 10206, requires all Ready Reservists to have a physical at least once every five years.

AGRs can only have their periodic physical exams performed at a DOD medical facility. The new FED-HEAL program or TRICARE cannot be used by AGRs to obtain a physical, DNA, or HIV. For the nearest DOD facility, contact your unit administrator.

Army Regulation 40-501 requires all Ready Reserve officers and warrants assigned to Aviation Branch to have an ANNUAL Flying Duty Medical Examination, or FDME, regardless of your flying status. For further information, refer to <https://www.2xcitizen.usar.army.mil/soldierservices/medical/flightphy.asp> Contact your unit administrator.

This report was compiled by Maj. Robert Rowe.

Family Readiness remains key component of Total Force

by Lt. Col. Ken Spielvogel
Chief, Enlisted Management Division
Full Time Support Management Directorate

Defense officials recognize the vital role that families play in supporting military readiness. The Department of Defense has begun a sweeping initiative to enhance the programs and forge new partnerships as well as the financial resourcing of programs to directly support family readiness.

The Army Reservist — whether that soldier belongs to the Active Guard and Reserve (AGR), Individual Ready Reserve (IRR), Individual Mobilization Augmentee (IMA) program or a troop program unit (TPU) — plays a very critical role and is fully integrated into the Total Force.

Frequent deployments and high OPTEMPO are a constant reality for some Army Reserve members and their families. Army Reserve members have deployed as units and individually to areas such as the Balkans, Bosnia, Kosovo, South West Asia, and most recently to Afghanistan. Many of the missions are comprised of training throughout the United States and other foreign nations, humanitarian service and support, regional security, the reinforcement of democratic values around the world and most currently homeland defense.

With much the Reserve force married, in fact over 50 percent of the force is married, family separation is very common and the need for a self-reliant family is very critical to the ongoing success of the Army Reserve and its mission. Reservists today do not want to just see their families survive a deployment or separation; they want to know that their families can access and use the military quality-of-life services and support that is available to them. Therefore, family readiness and a self-reliant family are inextricably linked. The goal is to have families function successfully within the military support system and be able to seek the assistance needed during the challenging time of separations and deployments.

With these challenges facing the Army Reserve member and his family where can a person go to seek the information needed to help guide their family through this transition of becoming a self-reliable family, utilizing the military quality of life services and support. One of the most complete web sites that an Army Reserve soldier and his family can visit is <http://www.defenselink.mil/ra/>. This web site has a link to the U.S. Reserve Forces 101 home page; it is maintained by the Office of the Secretary of Defense and will have a direct link to Family Readiness. The Family Readiness site will provide three sub categories to the following Family Readiness areas, a Calendar, Toolkit and Benefits Booklet. The calendar provides a complete Family Readiness Calendar of Events. The Toolkit is made up of five components, a table of contents, The Help Guide to Guard and Reserve Family Readiness, the DOD Family Readiness Challenge Brochure and a Family Readiness poster. The Benefits Booklet, the third edition dated June 2000, contains a 24-page handbook that will answer many questions and also provides 18 separate web addresses that will further enhance assistance.

When looking at the role that the Army Reserve soldier and family play in the Total Force mission, a person can understand why Family Readiness has such a high priority among defense officials. By using these Internet web sites, a soldier can provide his family with the guidance needed to help them assimilate themselves into a self-reliant family, taking advantage of the military quality-of-life services and support needed during the challenges of separation.



The Gateway A special pullout section of the Hub

Fall 2002

Story coordinator
Lt. Col. Betty Knight
Full Time Support
Management Directorate
AR-PERSCOM

This insert provides information of an advisory and informative nature concerning USAR full-time support and is distributed to all AGR and military technician personnel as well as to the employees of the U.S. Army Reserve Personnel Command, or AR-PERSCOM. This insert is governed by Army Regulation 25-30.

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or ATTN: ARPC-AR/Deputy director
1 Reserve Way
St. Louis, Mo. 63132-5200

AR-PERSCOM Public Affairs
telephone numbers are:
(314) 592-0726, DSN 892-0726.

To change your address, contact your personnel manager.

Keeping up with the Joneses: Escaping the financial trap

by Staff Sgt. Jason Smith

Seventy percent of the nation is living paycheck to paycheck, and this certainly does not exclude the patriots serving in the Armed Forces.

While there are many programs that have been created to take care of soldiers, the foundation starts at home. It is not about your income, it's about what you do with it.

The Wall Street Journal reports that 62 percent of the people retiring in this day and age, retire with less than \$10,000 income. That means retiring without dignity. These are scary statistics, even for soldiers far from retirement or America's newest recruits coming out of basic training with little or no financial obligations. It is too simple for soldiers to hit this pitfall and not even recognize the symptoms. Debt begins to accumulate, and life events (such as marriage, children and the cost of living from bouncing from duty station to duty station) take place.

No one wants to see the big picture in life. People focus on their wants instead of their needs. The average person spends the first five to seven years of their adult life trying to obtain the same standard of living as their parents' — only it took them 35 years to do it.

Many financial difficulties stem from the same beginnings. Credit cards, new automobiles (always at a low interest of no less than 15 percent because of a great credit rating) and treating whole-life insurance as an investment plan because a salesman told you it was the key to freedom. There are also many loan agencies who are pioneers, there to support the soldier by giving them a loan of \$1,000 and only having to pay back \$100 a month for the next two years. Wow, can it get any better than this?

Yes, it can! Get a credit card, and you are now someone special. Many don't see the consequences of using them, such as the high interest rates, minimum monthly payments and 90 days same as interest (oops, that is, cash). Credit cards are bad news.



Indebtedness is not the only stab-wound received from not controlling your finances. How about the long-term negative effects of not being able to get a security clearance because of your credit report? Or facing a bar to re-enlistment or being chaptered out of the military due to financial mismanagement.

Single soldiers don't have many people they can trust for these problems; usually it is someone who is not looking out for your best interests. They might try to convince you that the DVD player is a good investment and help you by renting the first video so you both can watch it.

One of the most damaging areas is what debt can and will do to your marriage. Statistics show that 50 percent of all marriages will fail within the first five to seven years and 98 percent of those failed marriages are due to financial problems.

So what can you do? Life is not going to change just because you want it to change. All the bills are still coming in, and you have to pay them.

There are three main factors in money management. First you need to determine your short-term and long-term goals. Then develop and stick to a budget. But the key factor to all of this is "attitude." Money management is more of an emotional process than a mathematical one.

Now that you have adjusted your head to look forward again and not down at your toes, you can make the necessary changes to develop or change your financial plan.

The first and most important step is to start saving immediately. (That means now, not when you get a pay raise or you feel happier about your current situation.)

The best thing that you can do is to have an emergency fund in place. WARNING: Do not attempt to get out of debt without backup money in the bank, because if you spend all your money trying to get out of debt and an emergency comes along, you will be right back in debt. (Good old Murphy's Law.) You need to get at least \$500 to \$1,000 in the bank first. This should be enough to cover a minor emergency while you start to take on that hill of debt that needs to be conquered.

This will give you a little security/confidence that you may have never seen before. (My wife actually thought I was good-looking again, when I did this.)

Now think about it, what life would be like without debt?

Once you have set foot onto this trail, your life will never be the same. Now you can start prepping for retirement, buying a home, living a lifestyle that you deserve.

For more in-depth, free information, contact Staff Sgt. Jason Smith at DSN 470-4217 or at jason.smith@irwin.army.mil

Smith is a licensed accredited financial counselor serving as the command financial counselor for 2nd Squadron, 11th Armored Cavalry Regiment, in Fort Irwin, Calif. He also has a radio show called "Your Money or your Life" that reaches more than 3,000 soldiers, family members, federal employees and contractors on a weekly basis.

Legal Readiness

by Charlotte Bredensteiner

"Be Ready." Those were the words expressed by President George W. Bush to soldiers after the events of Sept. 11, 2001.

Readiness involves many areas, but one of the most important for soldiers is to be legally ready. So you may ask, what does that mean? Two important parts of legal readiness is having a will and a power of attorney executed prior to deployment. You need to make an appointment with your Command Judge Advocate General's Office to go over these legal matters before you have to leave home.

A will determines who gets your property in the event of your death. So if you own property you should execute a will. It's also important to have a will if you have children.

In your will you can designate a legal guardian for your children and their money. You may also need to execute a power of attorney to let other persons act on your behalf in your absence.

There are two kinds of powers of attorney. A general power of attorney allows the designated person to do everything. A special power of attorney allows the designated person to do the specific things that you designate.

Help your family be prepared should something unexpected happen to you.

Complete a record of your personal and financial history. Record your assets in a paper or electronic format and let your family know where it is stored.

Include the following documents and information:

- Marriage certificates
- Divorce certificates
- Birth certificates
- Military documents — DD Forms 214, reserve duty records, retirement data
- Medical records
- Personal businesses, partnerships
- Stocks, bonds, mutual funds
- Bank accounts
- Income history - employment salaries, alimony, bond interest, child support, commissions, disability compensation, individual retirement accounts, inheritance allotments, Keogh plans, life annuities payments, owned mortgages, pensions, royalties, savings, social security, stock dividends, spouse's income, trust income, any other income
- Credit cards
- Loan records
- Insurance records — life, health, auto, boat, plane

Remember it is better to have and not need, than to need and not have. So make an appointment with your JAG Office to help you become legally ready.

It's a matter of life or death

by Master Sgt. Laura German

The DD Form 93 (Record of Emergency Data) and the SGLV-8286 (Servicemembers Group Life Insurance Election and Certificate) are official and legal documents that designate certain benefits in the event of the following instances: emergency, missing, sickness and death.

These documents are for official use only and are the responsibility of the soldier to ensure they are updated whenever a change occurs. Changes resulting in the death of a beneficiary, birth of a child, marriage and divorce require the documents to be updated.

In the event of mobilization, failure to provide an up-to-date DD Form 93 and SGLV-8286 could result in forfeiture of benefits to family members in the event of death and missing in action. Soldiers who have forms that are not current or are older than five years need to contact their PSNCOs, who will forward all forms to the Full Time Support Management Directorate.

Death insurance: Is it for you?

by Staff Sgt. Jason Smith

Is "death insurance" for you? Yes, unfortunately that is what life insurance is. It protects your family by replacing the cost of what you do. Of course, everyone sugar coats it, calling it "life" insurance.

But talking about life insurance will certainly clear a room. Many people still have a great misunderstanding of the benefits and pitfalls. Some just say they are not going to die so why should they even consider it.

Hopefully their reality check is not when they really do die and leave their spouse and children with nothing and a lot of bills to pay. Almost all of us have had a pushy insurance salesman (claiming to help you with financial planning) sit at the kitchen table and pitch a sale of how it is imperative you have their policy but not teach how or what it will actually do to improve your life.

When a salesman starts getting a little intimidating and tells

you in a condescending manner that you're just "not getting it," learn these two fun words, "GET OUT."

As Dave Ramsey of Financial Peace University says, "If you don't understand it, don't put your money into it."

Single people can afford not to think about life insurance. All they really need is a policy big enough that will cover funeral expenses and any unpaid debts. On the other hand, for couples and parents of dependent children, it's poor planning, even irresponsible not to protect your family in the event of your death. That is all covered in your Servicemembers Group Life Insurance while on duty.

Here is a breakdown of the different types of life insurance:

Cash-value insurance

Whole-life and universal, or variable life insurance, fall into this category. The policy sounds attractive because they provide

a savings program. But you can only buy them for life, they are costly, and the savings programs usually yield poor returns, around 3 percent for whole-life.

Universal policies project better returns, around 9 to 10 percent, but they seldom reach that or they show you that it reached that peak the year before you signed on. (Convenient, isn't it?)

In fact, the five-year track records of many policies don't stack up against that of a certificate of deposit. What you wind up with is an expensive insurance and a mediocre savings plan. If you have one of these policies, have you ever read it in-depth? The salesman tells you that you can borrow against the plan. But if you read carefully, it states that you will have to pay interest on the loan. Many policies have a loan interest rate of about 8 percent. That means that you are being charged to use your own money. By the way, your plan only earned 4 percent the year you took out the loan. Irony, isn't it? Many policies also state that the company can take up to six months to give you the loan. Why? Because that would mean taking money out of their own investments to pay you. And if you die, your spouse gets the insurance but not the savings.

Term Insurance

Consider term insurance to be like car insurance: You don't die, and nobody gets paid. You die, and your beneficiary gets paid.

Servicemembers Group Life Insurance, or SGLI, is an example of this type of policy. It only costs \$20 a month for \$250,000 in coverage. You can't go wrong with this policy while you serve in the Armed Forces, whether you are single or married.

You can also buy these types of policies for a specific amount of time. As you get older, the policy rates do go up, but not enough to make those other types of insurance look more attractive. How much are you paying for that whole-life policy for \$100,000 or less coverage? Many financial planners suggest you "buy term and invest the difference." You come out 80 times ahead of the game.

Picking a Roth IRA as that investment tool is your best option.

Life insurance is an integral part of financial planning for your family's future. But, if your muffler falls off your car, you don't take it to a transmission shop to get it replaced. Go to your insurance company for insurance and to an investment firm for

your investments.

And if you think that your spouse doesn't need coverage because your spouse doesn't make wages, you're wrong. Just think about all of the responsibilities you would have solely on your shoulders should your spouse die: taking care of the children, maintaining a household and still trying to hold down your job.

Basically you need enough to "buy a new spouse," so to speak, that is, to take care of all the things you didn't notice that your spouse did. Spousal SGLI started last November, up to \$100,000 dollars in coverage for as little as \$9 a month.

If you do have to take care of these additional duties, how will it affect you financially and emotionally? You will have to calculate how much it would cost you additionally for these daily responsibilities. Also, your children are covered at \$10,000 for free as long as you are on active duty. To put it bluntly, it is enough to take care of the expense of burying your child without totally destroying the household. Hope it never happens, but always be prepared.

No one ever likes to look at these cold hard facts of life. However, are you truly protecting the future of your family if you don't?

Physical readiness

by Capt. Bradford Whitney

Physical readiness is a term the Army uses to determine whether the bodies of soldiers are prepared to fulfill their wartime mission. It goes beyond the PT test and the height/weight standard.

Physical readiness relates to how to maintain the body. It includes physical fitness, diet and sleep.

Physical fitness

The Army measures the level of its soldiers' physical fitness with the Army Physical Fitness Test, or APFT.

Your individual PT program should be geared toward — at the minimum — performing well on the PT test. Basketball, volleyball, racquetball and other such programs are fine, but they fall short of preparing the soldier for the PT test.

Diet

A proper diet can facilitate a healthy you. Do you recall from grade school the food pyramid? In essence, it identifies what kind and how much of various types of food we should consume.

Just for one day, write down the foods you consume from the time you rise to the time you retire in the evenings, and bounce that against the food pyramid.

Ask yourself how your food pyramid looks. Make the changes on a daily bases to align your diet with what your bodies requires to function properly.

Sleep/down time

Lack of sleep has a direct effect on your decision-making processes.

Occasionally, you will see news-magazine television shows highlighting the dangerous effects of lack of sleep. For the Army, it's a safety issue, which makes it a readiness issue.

People try to compensate lack of sleep with a caffeine boost in the morning. That may make you more alert, but it doesn't compensate the body's need for proper sleep. Over a period of time, you will feel the effect of poor sleeping habits.

Physical readiness requires a conscious effort on your part, commitment to a physical-fitness program, and a strong will to avoid the pitfalls of a poor diet.

Now's your chance to enhance your career with Additional PDE Courses: Do it now!

Eligible officers can apply for Additional Professional Development Education, or PDE, Courses.

All eligible officers are encouraged to apply for the following Additional PDE courses.

- Reserve Component National Security Course, or RCNSC;
- Reserve Component National Security Issues Seminar, or RCNSIS;
- Defense Strategy Course, or DSC;
- Postgraduate Intelligence Program for Reservists, or PGIP-R;
- National Security Studies Seminar, or NSSS, a Canadian-

sponsored course; and

· Joint Reserve Command and Staff Course, or JSCSC, a Canadian-sponsored course.

For more information on these courses, contact Tina Zucol or Sgt. 1st Class Mary Fuselier at commercial (314) 592-0000 Ext. 5424 or DSN 892-0000 Ext. 5424.

You are also welcome to visit the U.S. Army Reserve Personnel Command's "Twice the Citizen," or 2xCitizen, web site at <https://www.2xCitizen.usar.army.mil>

Help your DA photo represent you well: Is it time for you to update your portrait?

by Sgt. Maj. Traci Bell

When it comes to DA official photographs, it's important to re-emphasize some basic information regarding taking, selecting, submitting, and maintaining current photographs for military personnel files.

Soldiers are required to take an official photograph when significant events occur throughout their military career. Officers are required to have a photo taken within 60 days of being promoted to first lieutenant and warrant officer as well as upon selection for promotion to brigadier general or higher.

Enlisted soldiers are required to have a photo taken within 60 days of being promoted to sergeant and initial appointment

to command sergeant major.

Periodic photographs will be taken every third year for general officers and every fifth year for officers and enlisted soldiers. Or when the photograph on file no longer represents their present appearance.

Once an official photograph is taken the soldier may either select the record photo or authorize the photographic facility to select it.

Two copies of your photograph should be sent to Commander, AR-PERSCOM, 1 Reserve Way, St Louis, Mo. 63132-5200. One will be maintained in your career management individual file, or CMIF, and the other used for your promotion consideration file, or PCF.

Be sure to review Army Regulation 640-30, Photographs for Military Personnel Files, and other pertinent regs so that your photograph presents you in the best light. For example, you'd be surprised how many Reservists are walking around without the hourglass device for their Armed Forces Reserve Medals. The hourglass device has been required on the AFRM for several years. No one is allowed to wear the ribbon "clean," that is without a device. You either have a 10-20-30 year hourglass device or an "M" device for mobilization, or a combination of both.

Well, that ties up the basics for DA photographs, so, until next year, smile – you are on not-so-candid camera.

Functional training requirements/opportunities Battle Staff NCO Course/First Sergeant Course

by Master Sgt. Michael Suellau

FTSMD, Professional Development Chief

AGR NCOs in a duty position identified in the AGR distribution database (AGRMIS) having the additional skill identifier, or ASI, of 2S are required to attend and graduate from the Battle Staff NCO Course. Moreover, AGR NCOs in a duty position in AGRMIS as having the title of detachment sergeant are required to attend and graduate from the First Sergeant Course. NCOs who fail to become fully qualified in their duty position should have such identified on their NCOER in accordance with Army Regulation 623-205.

Both functional courses are conducted in two similar phases. Phase One is correspondence and is completed online with a computer. Phase Two is a two-week resident phase at Fort McCoy, Wis.

All NCOs that these criteria apply must submit a DA Form 4187 requesting scheduling signed by the soldier and their immediate commander/representative. Send all requests directly to the appropriate PMNCO in FTSMD.

Soldiers should direct any questions to their PMNCO. Questions from commanders and staff are referred to the chain of command.

Personnel Records and Board Consideration Files

by Sgt. 1st Class Carolyn J. Moss-Schirmacher
AGR in-processing NCOIC

The primary mission of the Active Guard Reserve Entrance Training, or AGRET, in-processing at the ARRTC at Fort McCoy, Wis., is to enhance the Training, Mobilization and Readiness of each soldier that enters the AGR Program.

This mission is not taken lightly because at this point every soldier will be in-processed completely into the AGR program, including the recruiting mission at Fort Jackson, S.C. All soldiers that are selected for the AGR program will be ordered to active duty for a period of three years.

The in-processing mission for recruiters is located at Fort Jackson, S.C., and the in-processing mission for the other military occupational classification and structure, or MOCS, is located at the Army Reserve Readiness Training Center, or ARRTC. Both the AGRET in-processing mission at the ARRTC and the recruiting in-processing mission at Fort Jackson, S.C., are a one-week course.

The following documentation is required for processing officers, warrant officers and enlisted soldiers into the Active Guard Reserve Program at the ARRTC AGRET:

All AGR orders with amendments Format 174 (10 copies)
DD Form 4 Series Enlistment/Re-enlistment Document (Enlisted)
DD Form 214 or NGB Form 22 (Certificate of Release/Discharge) (Active Duty)
DA Form 2A and 2-1 Personnel Qualification Records
DA Form 71 Oath of Office (Officers and Warrant Officers)
DA Form 4037 Officer Record Brief
DA Form 4651-R (Request for Reserve Component Assignment or Attachment) and order Format 450 Transfer among Reserve Components, control groups, or units [Separation Order from Troop Program Unit (TPU)]
DA Form 4836 Oath of Extension of Enlistment or Enlistment and all addendums per AR 137-7 Incentive Programs
SF 1199A Direct Deposit Form (four copies) or a voided check
Military Personnel Records Jacket (DA Form 201), Health and Dental, and Clothing Records. All soldiers are responsible for transporting their records to the in-processing site, soldiers will be informed about their responsibility for their records prior to departure from the records custodian, as per Army Regulation 600-8-104.

All soldiers are advised to bring a carry-on bag with a uniform and all essentials, prescription drugs, and a change of clothes, in case your luggage did not arrive with you.

During in-processing soldiers will get the opportunity to apply for a travel advance and a one-month pay advance. They may apply for both.

The advance pay is computed by multiplying your base pay by 80 percent and round down to the nearest \$10. Calculation of a travel advance is 80 percent of the lodging expense, 80 percent of mileage (\$0.15 per mile) and 80 percent of mess cost for officers only. Enlisted soldiers will have their orders stamped Substance In Kind, or SIK, for the period of TDY. No advance is authorized

for enlisted soldiers' meals; SIK is furnished and must be used. All students are encouraged to bring enough funds to cover billeting cost.

Your Basic Allowance for Housing, or BAH, questions can be addressed on <http://www.dtic.mil/perdiem> All that is required is your duty location ZIP code and your correct rank, because BAH is paid based on your duty location.

Now, Temporary Lodging Expense, or TLE, is authorized for enlisted members entering active duty and making an initial permanent change of station, or PCS. TLE for officers is authorized if you meet this criterion only: entered active duty on or after Jan. 1, 2002 (U5705 JFTR revised entitlement).

Dislocation Allowance, or DLA, is an authorized entitlement for soldier's first PCS. Only if you meet these criteria: Married member permanent change of station, or PCS, for home of record, or HOR, or place entered active duty, commonly called PLEAD, with the order date Jan. 1, 2002, or after, and the movement of your family to your new duty assignment.

During the instructional process at the ARRTC, the students are given an overview briefing by the Entry Team on many valuable topics: Army Weight Control Program, Military Appearance/Customs and Courtesies, DA Educational Benefits, USAR Maintenance, Physical Security, Mobilization Planning and Training Management.

The students are also provided with a vast range of information pertaining to Family Services, Army values, Health Benefits (TRICARE), Army Community Service, commonly known as ACS, and Army Emergency Relief Program, or AER.

The Education/Learning Center has Internet services so every student is afforded a to opportunity to retrieve their Leave and Earning Statement, or LES, through the Defense Finance and Accounting System web site, www.dfas.mil, and to check their Army Knowledge Online, or AKO, account. Additional service: enroll into college courses and evaluate of previous college and military courses taken.

The AGRET in-processing mission is something to be very proud of because once the soldier is boarded and placed on the Order of Merit List, or OML. Both the accession teams — enlisted and officers — continue to work closely on providing customer service to the soldiers and placing them in the best-qualified positions to better serve their unit of assignment and the AGR Program.

Prior to the publication of orders, the soldiers will provide all the require documents to include
change of address corrections;
pay entry based date corrections, or PEBD;
date of rank, or DOR;
promotions; and
name changes.

After receipt of the orders the soldier will call the in-processing NCOIC at Fort McCoy [1 (800) 982-3585 Ext. 7141/7368] for further guidance into a smooth transition through the Active Guard Reserve Entrance Training program.

E-boards: A new revolution

by Chief Warrant Office 4 W. "Butch" Fox
Assistant program manager
USAR Command Boards Team

As far back as the Army's collective memory goes, soldiers have been boarded for a variety of reasons ranging from promotions to the opportunity to attend advanced schooling.

For the past 40 years or so, Army selection boards of every type have been conducted using a "hard copy packet." A packet normally might contain a DA photo, a copy of the performance section from a soldier's OMPF microfiche and miscellaneous hard copy documents submitted as enclosures to the soldier's board packet. A panel of board members then reviews a file and determines by vote the next step a soldier will take in his career. Boards have been conducted in this cumbersome, tedious and for the most part time consuming process for decades. Until recently, it was the best process technology had to offer.

The U.S. Army Reserve's board system is moving rapidly into the 21st century. Electronic boards, or "e-boards" as they are being called, are changing the way in which board files are presented to and voted by a board. The fundamental process and reasons for how and why a board is conducted remain the same, but eventually there will no longer be a need to present a "hard copy" file to a board. The capability has now been developed to leverage existing technology to integrate three primary personnel management databases (personnel records, personnel data and evaluation reports) into one computer application. This capability now allows for the preparation, conduct and finalization of selection boards in an electronic format.

Recently two US Army Reserve-specific boards were conducted as e-boards: the Active Guard Reserve (AGR) Entrance Board and a portion of the Active Guard Reserve Company/Battalion Command Assignment Advisory Board. Each board reviewed and voted over 200 board files for soldiers utilizing the e-board process.

Each soldier's e-board file is constructed electronically using information stored in the Total Army Personnel Database-Reserve, or TAPDB-R, and the Personnel Electronic Records Management System,



Photo by Master Sgt. Brian Kappmeyer
A view of the new e-boardroom at the U.S. Army Reserve Personnel Command. (See story next page.)

or PERMS. Data from TAPDB-R populates information fields used by board analysts to determine and verify eligibility requirements for each soldier prior to conducting a board. This information is also used to create a variety of reports required to properly manage a board, such as Order of Merit Lists. The data from PERMS provides the information normally seen by board members on a soldier's performance fiche. This information is kept in its electronic format, and used to produce document images for viewing by board members. The advantage of obtaining and maintaining a soldier's PERMS data in its electronic format is the certainty that a soldier's complete file is available for review by a board. No longer will there be a problem with documents for evaluations, awards or education not appearing on a fiche. If the data is in the PERMS system, then the document will be presented to the board. By automatically presenting a board file, this new system will take some of the subjectivity out of the process, which will go a long way toward insuring that each soldier receives the same look during a board.

Another advantage of using the electronic format is that **a soldier can now review his complete board file through the My2xCitizen personal portal by clicking on MyBoardPacket.** This capability will make it much more convenient for the soldier to correct and update their records for upcoming boards.

Documents normally submitted by soldiers as enclosures to their board file are scanned into the database and included with their e-board file. These documents include but are not limited to official photos, missing awards, letters to the board president,

officer record briefs and any other document allowed by the memorandum of instruction for the board. This flexibility has several advantages. First, scanning documents still allows soldiers to submit missing items from their file and have them included in their e-board file. Second, DA photos and other scanned documents used by one board may be utilized for additional boards. This is especially important since many Army Reservists may be deployed or located at remote sites and do not have access to either their records or military photo labs prior to the convene date of a board. The greatest advantage for both the soldier and the personnel management community will be the ability to retrieve the missing documents that were scanned into the board's database and transfer those same documents to PERMS to update the soldier's record.

Many times in the past, soldiers reviewing their fiche found documents missing from their record. The document may have been there the last time they reviewed their fiche or it just may not have yet been processed into the PERMS system. Either way, the soldier did not understand the reasons why their document did not appear on their fiche. They only knew that it was not there. Even now, common practice among soldiers attempting to complete their record for an upcoming board is to submit two copies of their missing documents: one to the board to complete their record, and one to their Personnel Manager to have it placed on PERMS. After a few years and many thousands of soldiers doing the same thing, it's easy to see how this old process snowballed into a big logjam.

Eventually, the capability of the new electronic boards system to pass missing documents submitted by soldiers back to PERMS coupled with the ability to review personnel files through the My2xCitizen portal will reduce the duplication of effort from both the soldier and the personnel management system. Over the course of time, records management will be more complete and thorough.

Once the records are prepared for the board, the process then moves to the boardroom phase. The board is now conducted entirely in an electronic format, meaning board members view and vote a soldier's

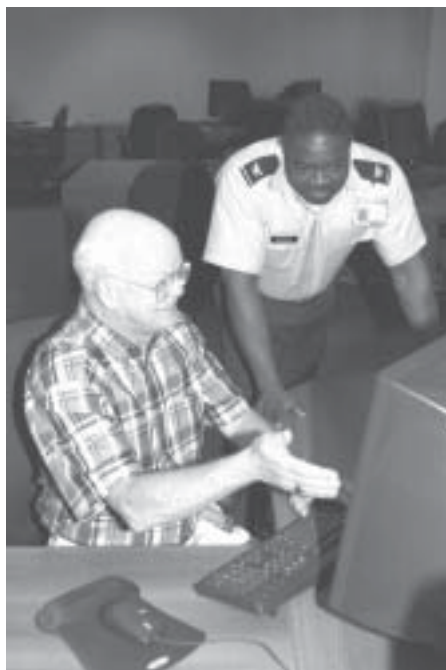
record via a personal computer. The boardroom portion of the e-board system allows board members to navigate easily through a soldier's record. The screen display is designed so that the tools board members use to view and vote a record are immediately available to them at the top of the display. Right below the tool bar the soldier's record is tabbed for easy access by the board members, much like pages in a book. The majority of the screen space is reserved for displaying a soldier's photo or pertinent documents as selected by board members. The beauty of this design is that ev-

everything from viewing to voting a record is available right in front of the board members making it more expeditious and less fatiguing to review a file. Less time spent searching through hard copy and microfiche documents, results in a better more objective review of a soldier's record. This helps the Army place the right soldier, in the right place, at the right time.

After the voting is completed, the board recorder completes the board process by producing the required reports. This was a manual process that once may have taken as long as several days to complete; but

now, through the automation provided by the e-boards system, this process can be completed within a few hours

As the Army Reserve transforms to meet the challenges of the 21st century, use of the e-boards system and future enhancements to the 2xCitizen web site will reduce the duplication of work in maintaining personnel files. Soldiers can now be more active participants in ensuring that they have a quality board packet and career file available to the board and their personnel managers. Everyone wins in this process: the Army and, most importantly, the soldier.



Photos by Master Sgt. Brian Kappmeyer



At left, Jim Baynham, chief of USAR Boards Support Branch, demonstrates the computer system underlying the e-board concept to Col. Charles Benson, also of the Personnel Actions and Services Directorate. ♦ AR-PERSCOM commander Col. Elton C. Bruce cuts the ribbons at the grand opening of the board room.

E-boardroom opens at AR-PERSCOM

by Jim Baynham

AR-PERSCOM commander COL Elton C. Bruce officially opened AR-PERSCOM's own "e-boardroom" Aug. 20. The room can be divided so that more than one board can be run at a time.

An e-board room allows members of AR-PERSCOM run boards to view board consideration files electronically, speeding up the board process considerably. (The Department of the Army, or DA, conducts promotion boards; however, the Personnel Actions and Services Directorate conducts or holds AGR entrance and command boards for the Army Reserve. PASD employees prep for all but do not hold/conduct promotion boards — The Army Personnel Command does.)

In April 2001, Lt. Col. Gerald Mayer, the chief of TAPC's Office of Promotions, Reserve Components, (collocated at the Federal Records Center in St. Louis) was concerned that ongoing selection board initiatives within the Department of the Army

would greatly expand his boardroom mission and his boardroom space would be less likely to be available for the U.S. Army Reserve Personnel Command.

Col. Mary E. Westmoreland, then AR-PERSCOM's deputy commander, set in motion the procedures for obtaining AR-PERSCOM board-room space.

This became more critical in February 2002, when the decision was made to complete the remaining e-board module — electronic voting — to start utilizing the full electronic board process for boards convened by AR-PERSCOM. The AR-PERSCOM Electronic Board Rooms became a reality through the combined and dedicated efforts on the part of the Personnel Actions and Services Directorate; the Personnel, Administration and Logistics Office; the Information Support Activity-St. Louis, commonly called ISA-STL; and AR-PERSCOM Chief, Information Office, commonly known as CIO.

What We Do for You

Directorates of AR-PERSCOM work hard: Learning about them makes your job easier

FTSMD helps AGR soldiers directly

The Full Time Support Management Directorate, or FTSMD, takes care of the Active Guard Reserve soldier.

This is done by maintaining records, advising soldiers on their careers and disseminating valuable information through avenues such as the Gateway insert and soon through electronic mail.

To learn more about FTSMD and to get an insight into the new director, read the FTSMD director's column, From the Eagle's Nest, on page 11.

By reading the articles in the Gateway insert to the Hub magazine, you can read more about what FTSMD does for you.

PASD does more for you than boards

The Personnel Actions and Services Directorate, or PASD, is the largest directorate in AR-PERSCOM. Its employees perform approximately 180 functions, which sustain soldiers in the Army. Primary among these are:

- Commissary Cards — issued 301,000 in fiscal year 2001
- Retirement Actions — In FY 01, PASD issued 290,000 ARPC Forms 249-2-E/Chronological Statement of Retirement Points, updated 47,500 points, issued 7,500 20 year letters, processed 8,000 retirements and 1,300 AGR separations.
- Casualty Cases — processed 2,538 last fiscal year

- Survivor Benefit Cases — processed 1,665 last year
- Separations — separated 57,000 in FY 01
- Servicemembers Group Life Insurance — handled 4,600 last year
- Boards — Held or assisted with 42 boards, which required 80,000 fiche and comprised 5,400 packets. (Although the Department of the Army, or DA, conducts promotion boards, PASD conducts or holds AGR entrance and command boards for the USAR. In other words, its employees prep for all but do not hold/conduct promotion boards — TAPC does.)
- Evaluations — Processed 146,000 evaluations (OERs, NCOERs, academic reports,

appeals and misfires).

- Veterans Inquiries — Over 12,000 are handled yearly.

- AORS and REQUEST — PASD maintains the systems and tables, which allow in excess of 200,000 actions per year in these systems.

Again, these are the primary functions of PASD, and it operates in many other areas; however, as you can see PASD deals in high volume. Though its employees stand ready to assist you in whatever way, they ask that you work through your chain of command — Its employees handled 75,000 calls last year, and each call inhibits them from doing all of these actions.

EP: Need help? Contact your PMNCO first

by Master Sgt. Dawn Guild

The civilian employees and soldiers assigned to the Enlisted Personnel Management Directorate, or EPMD, are responsible for the personnel management of enlisted Individual Ready Reserve, or IRR, soldiers with the exception of medical and chaplain military occupational specialties, or MOS's. Included in this population are the Individual Mobilization Augmentee, or IMA, soldiers and the Army Reserve Element, or ARE, soldiers.

This directorate is comprised of several different branches; all of them are dedicated to providing personnel life-cycle management to managed soldiers. These branches include the Liaison Branch, Personnel Management Branch, Special Actions Branch and the Program Management Branch.

When soldiers are transferred to the IRR from the National Guard, Active Army, or a troop program unit, or TPU, EP staffers make contact with the soldier to inform them of the services EP provides, and, if applicable, remind them of their statutory obligation. The services provided by EP's different branches include, but are not limited to re-enlistments, promotions, schools, records

updates, active-duty tours (to include annual training), physicals, retirement points, command sergeant major appointments and assignments, Initial Entry Training (to assist units with re-negotiating enlistment contracts), and transfers to a TPU or the IMA program.

Because there are several different branches within EPMD, EP professionals ask all soldiers requiring assistance to contact their personnel managers first. The manager will assist the soldier by completing the action or by transferring the soldier to the required branch for action. Soldiers who are members of the IMA Program will contact the IMA Team; all other soldiers will contact their personnel manager within the Personnel Management Branch. It should be understood that your personnel manager is a liaison between you and several different directorates within AR-PERSCOM. Your manager is required to perform contacts with other directorates to ensure that all critical actions are completed for the soldier.

Enlisted soldiers can find phone numbers and e-mail addresses on AR-PERSCOM's web site, www.2xCitizen.usar.army.mil

PRIS brings your record into the 21st century

by Peggy Thomeczek

The Personnel Records Imaging Services Directorate, or PRIS, is working to ensure that every soldier in the USAR has a complete, accurate and accessible record. To that end the professionals of PRIS have accomplished many objectives.

In August 2002 Full Time Support Management Directorate, or FTSM, coordinated with PRIS to begin the Personnel Electronic Records Management System, or PERMS, process for all the enlisted AGR soldiers. FTSM is in the process of identifying the documents required in the enlisted soldier's record and PRIS will scan the documents into PERMS. AGR enlisted soldiers should continue to coordinate with their PMNCO's regarding missing documents in PERMS.

AGR officers have over 99 percent of their documents in PERMS. FTSM has the ability to scan Official Military Personnel File, or OMPF, documents directly into PERMS for AGR officers.

With a dedicated team of contractors, PRIS employees have accounted for over 450,000 USAR records that were previously unaccounted for in the off-site storage facility. This has enabled them to find records previously believed lost.

In 1998, they embarked upon an effort to complete the PERMS record of all TPU soldiers. One year was dedicated to the TPUs identifying and submitting missing documents from the soldier's OMPF stored in PERMS. In October 2001, AR-PERSCOM awarded a contract to convert over 3 million pages to PERMS. PRIS is 85 percent complete toward target completion date of December 2002. In the past six months, PRIS has increased the percentage of soldiers in TPUs who have records in PERMS from 77 percent to 86 percent.

In October 2001, PRIS completed the migration of PERMS records from "platters" in "jukeboxes" to magnetic storage. This has allowed for online viewing of documents in PERMS via the My2xCitizen web site. Since that time, PRIS have had over 795,000 people review records in PERMS. If you haven't checked your record, you should do it today!

With the online viewing capability, PRIS employees have naturally seen an increase in the number of miscellaneous documents being sent in by soldiers to complete their PERMS records. With over 525,000 documents on hand, PRIS currently has a six month backlog of converting update documents to PERMS. PRIS professionals hope to work that down quickly to provide timely updates of the OMPF.

PRIS employees have submitted requests for funding to purchase digital senders for all regional support commands, or RSCs, and direct reporting commands, or DRCs. This will give the USAR the ability to send update documents electronically and directly into PERMS.

As PRIS decreases the number of paper documents its employees handle, they foresee that they will be able to decrease the time it takes to update the OMPF from six months to six working days.

PPO provides input on Personnel Proponency

by Sgt. Maj. Janet E. DeVos

The Personnel Proponency Office provides input throughout the command, which contributes to management of USAR soldiers in low-density/high-demand functional areas.

These include Active Guard Reserve, or AGR; Individual Mobilization Augmentee, or IMA, troop program unit, or TPU; Individual Ready Reserve, or IRR; and the Retired Reserve.

Staffing includes 12 Personnel Proponency Integration Officers, called PPIOs, or Noncommissioned Officers, commonly known as PPI NCOs, who are responsible for becoming the subject matter experts in their assigned branches, functional areas and military occupational specialties.

PPO professionals use models to predict solutions to potential problems, project professional development requirements, analyze force structure requirements and project accessions, promotion and transition objectives. They also conduct long-range planning to include scenarios in future years.

In other words, within AR-PERSCOM, PPO is the hub of all information exchanged about any component of the Army Reserve as it relates to Personnel Proponency. PPO receives information from various sources, processes it through impact analysis, then sends recommendations to the decision makers.

PPO acts as coordinator for AR-PERSCOM, working closely with proponent schools and agencies.

Upon receipt of a proposed action, PPO coordinates with other activities within AR-PERSCOM and external agencies to get their perspective on the impact on their respective components.

Recommendations are developed based on statistical analysis and feedback from internal and external resources. PPO professionals monitor the execution of approved action and continuously check for compliance.

PPO improves the readiness and relevance of the USAR to "The Army" by instituting a professional and authoritative framework providing analysis, evaluation, research and recommendations enabling decision makers to place the right soldier in the right place at the right time.

Operations research systems analysts, commonly called ORSAs, work for PPO's Research and Studies Team.

They create models to forecast the IRR population, the retiree population, the impact of projected loss rates on the officer and enlisted populations, and to forecast gains and losses by promotion category. (*To find out more about ORSAs, see companion article.*)

PPO does its bit to have the right soldier at the right place at the right time

The first step is to identify the right soldier

‘PPO turns data into decisions’

by Capt. Monica V. Griffin

He scored 300 points on his last Army Physical Fitness Test. He was named honor graduate at the June 2002 Advanced Non-Commissioned Officer's Course. He is a husband and father of three with an up-to-date family care plan. His military occupational specialty is 92 Yankee, and he has skills. He is Sgt. 1st Class I.M. Stud. Stud is more than a supply sergeant; he is a soldier who is prepared to support and defend his country.

Members of the Personnel Propensity Office, or PPO, Research and Studies Team are responsible for identifying physically fit, skilled, deployable soldiers like Stud (not his real name). These soldiers are referred to as mobilization assets. In addition to identifying mobilization assets, the Research and Studies Team is responsible for conducting objective scientific analysis to determine which personnel policy changes may have an impact on the Active Guard Reserve, or AGR, officer, warrant officer and enlisted population. Other team responsibilities include analyzing and forecasting the number of potential officers that will be entering the first-time zone of consideration for promotion on the upcoming Army Promotion List, or APL.

The team is comprised of one civilian computer specialist, two civilian operations research/systems analysts, or ORSAs, and one military AGR ORSA. With various educational backgrounds (to include mathematics, statistics, economics and physical science) and over 40 years of combined experience, the PPO Research and Studies Team uses a scientific approach to mathematical and statistical modeling resulting in the transformation of data into decisions.

This Research and Studies Team is

unique in that its core focus is to provide assistance to the personnel propensity integration officer, or PPIO, and personnel propensity non-commissioned officer, or PPNCO. The Research and Studies Team also has a mission to support both internal and external customers. Internal customers include the Command Group and its directorates. External customers include the Personnel Command, or PERSCOM, and the Department of the Army. Although the team does support all staff elements, priority support is provided to the decision makers, such as the AR-PERSCOM commander; the Office of the Deputy Chief of Staff of Personnel, or G-1; and the chief of the Army Reserve, or CAR.

While primarily functioning as a team, individual team members are often tasked to develop databases or personnel models, which will improve the level of efficiency within a directorate. For example, the Research and Studies team leader designs imitation or simulation models, which are designed to assist decision makers with the management of USAR concerns, such as career progression, aging of the force and several other life-cycle elements.

The team leader also designs the most favorable models or optimization models, which identify the best, or optimal, placements of personnel into the force structure.

This process is referred to as simulation and optimization. Other team products include the Pre-trained Individual Manpower or PIM, Stratification Model; the Career Management Decision Support Model, or CMDSM; and the USAR APL Ready Reserve Officer Five-Year Gain/Loss Projections.

The PIM Stratification Model identifies

which IRR soldiers are mobilization assets. This model divides the soldiers into “yes” and “no” strata. For example, if a soldier does meet the military educational requirements but does not meet the medical requirements for deployment, the soldier will be classified as YN, or Yes/No. The first character represents the military occupational skill, or MOS, and the second character represents whether a soldier is a mobilization asset. The PIM also recognizes potential war-stoppers, such as military couples and single or divorced soldiers without family care plans.

The CMDSM is a life-cycle personnel model for the AGR officer population. PPO uses this model to forecast changes in the AGR population and to assess the impact of personnel policy changes. With the support of skilled contractors, the PPO Research and Studies Team is expanding the CMDSM to include the enlisted and warrant-officer populations.

The USAR APL Ready Reserve Officer Five-Year Gain/Loss Projections is an annual forecast created to support each APL promotion board. The forecast includes the estimated volume of officers entering the first-time zone of consideration for promotion.

While 50 percent of the Research and Studies Team workload consists of modeling combined with forecasting, the other 50 percent is dedicated to statistical analysis.

In the final analysis, the PPO Research and Studies Team is here to support soldiers in the field and AR-PERSCOM directorates by providing the decision makers with the critical analysis required to make force-structure and force-management decisions.

OP assists USAR officers, future officers in IRR, IMA and TPU Reserve arenas

by Col. Mary Casey

The mission of the Officer Personnel Management Directorate, or OPMD, is to provide the highest quality human resource life-cycle management, or HRLCM, to U.S. Army Reserve officers, resulting in a trained and ready force in support of the national military strategy.

The OPMD director and headquarters staff manage seven divisions, a total of sixty-five personnel consisting of 21 civilians and 44 soldiers. These divisions include Combat Arms, Combat Support, Combat Service Support, Judge Advocate General, Chaplain, Operations Services, and the Special Officer Division. OPMD divisions serve over 24,000 officers in the Individual Ready Reserve and Individual Mobilization Augmentee programs and over 22,000 officers in troop program units, not including officers serving in medical specialties.

The job description of the career management officer, or CMO, is the most critical one in OPMD. The CMO provides direct support to the Individual Ready Reserve and Individual Mobilization Augmentee officer, covering all aspects of career management. CMOs offer indirect support to TPU officers since they benefit from the efforts of full-time unit administrators and are mentored by TPU raters, senior raters and commanders.

OPMD career managers advise USAR officers within their branch, area of concentration or functional area on all aspects of their careers. One major factor is promotion to the next higher grade. CMOs explain the promotion board process, both position vacancy and mandatory, and how to assemble a competitive promotion packet. If the officer is not selected, due to administrative error, the CMO assists with an application to the Department of Army Personnel Command, Office of Promotions, for a Special Selection Board.

Another important facet in an officer's career is the completion of Professional Development Education, or PDE, courses from Officer Basic Course through Com-

mand and General Staff College. All TPU, IMA, and IRR officer PDE orders (less Active Guard Reserve) are processed in OPMD — a coordinated effort between career managers and the Operations Services Division. CMOs carefully monitor their branch and functional area managées to ensure they enroll and complete mandatory courses and remain competitive for promotion to the next higher grade.

TPU officers will submit requests for attendance at PDE, Officer Basic Course through Command and General Staff College, to their unit training officers. OPMD approves and publishes those training orders. Officers in the IMA and IRR submit PDE requests directly to their career management officers.

OPMD managers also guide IRR, IMA, and TPU officers in making sound decisions when choosing future assignments. CMOs discuss career options with TPU officers who wish to continue USAR service in a different status but with fewer demands on their time. Likewise, CMOs assist IRR and IMA officers who desire a challenging job in a Troop Program Unit and are willing to be trained in another branch or area of concentration following reassignment.

CMOs respond to requests from IRR officers who recently transitioned from active duty or the National Guard and offer assistance with assignments, PDE questions, qualification for a USAR retirement at age 60, application for a short or long tour, or myriad other concerns.

The IRR officer population is the primary source of personnel to fill TPU and IMA unit vacancies. Working in coordination with the Health Services Directorate, OPMD CMOs average over 3,000 Selected Reserve assignments each fiscal year. Officers who recently departed active duty can fulfill requirements for a non-regular retirement, at age 60, by serving in a TPU or IMA unit, or a combination of the two programs.

OPMD solicits IRR officers to serve on short or long tours in support of Depart-

ment of Army combatant commanders or major Army command, or MACOM, requirements that flow annually into AR-PERSCOM. OPMD fills specific officer branch needs for recurring exercises conducted annually, such as Ulchi Focus Lens in Korea, and ongoing programs such as counter-drug operations throughout the continental United States and overseas.

In support of OPMD's mission of maintaining a trained and ready IRR officer force, the directorate invites IRR officers, subject to the availability of funds, to perform up to 29 days of Individual Ready Reserve Active Duty for Training, or IRR ADT, at an Army installation or local TPU, where the officer will receive refresher training in the officer's branch or area of concentration. Ideally an IRR officer will perform IRR ADT prior to assignment to a TPU or IMA unit.

The Special Officer Division manages IRR and IMA warrant officers, the WO Entry Program and the WO Professional Development Education program for IRR, IMA and TPU warrant officers. In coordination with Training and Doctrine Command and Cadet Command, the Division is responsible for the career management of the ROTC Control Group.

Special Officer Division managers schedule all newly commissioned second lieutenants for attendance at basic officer branch courses, or OBC, and direct officers in the Early Commissioning Program, or ECP. Upon completion of OBC, the Special Officer Division transfers career management responsibilities to the appropriate OPMD division and branch manager.

The Officer Personnel Management Directorate performs a vital function in today's Army Reserve, assisting USAR officers and future officers in the IRR, IMA and TPU arenas. OPMD strives to provide the most accurate information, career guidance, and challenging assignments to these officers, ensuring they remain a trained and ready force for America's Army Reserve.

HS serves health-care professionals in IRR/IMA

by Maj. Kathie Clark

HSPMD's mission is to provide the highest quality of personnel life-cycle management for the unique needs and requirements of health care professionals resulting in a trained and ready force in support of national military strategy.

The mission of the Health Services Personnel Management Directorate is to administratively manage Inactive Ready Reserve, or IRR, and Individual Mobilization Augmentee, or IMA, soldiers.

For IRR/IMA soldiers the personnel management officers, or PMO, at AR-PERSCOM do the following: Career advising, personnel actions, process security clearances, promotion board management, area of concentration, or AOC/additional skill identifier, or ASI, reclassifications, transfer assignments, retirement points management, mandatory removal date, or MRD, board, quality management, or QM, incentives management, resignations, orders for training and/or continuing health education, or CHE, requests, and system update management.

For troop program unit, or TPU, soldiers the PMOs at AR-PERSCOM are career advisers only. The following actions are completed by PMOs: 91W "Y2" removal, CHE orders and funding for officers and enlisted, and quota management for Officer Basic Course, or OBC; Officer Advance Course, or OAC; Combined Arms Service Staff School, or CAS³; and Command and General Staff College, or CGSC.

While HS professionals do not hesitate to assist TPU soldiers, the majority of the actions these soldiers contact them about must be administratively accomplished by the soldier's chain of command.

HSPMD encourages TPU soldiers to contact their Fulltime Unit Support, or FTUS, staff to get their involvement and process actions.

HSPMD supports the AR-PERSCOM Commander's Balanced Score Card mission, which encourages the maximum use of information technology. The best resource for TPU soldiers to manage their own careers is the use of the web site: www.2xCitizen.usar.army.mil It is updated daily and is the first resource for guidance that the FTUS and/or soldiers might need regarding personnel action, process or regulation.

HSPMD has the following specific management branches:

- **Army Nurse Corps** (ARPC-HSA) encourages TPU soldiers to use the 2xCitizen web site and chain of command when managing their careers. PMOs will provide career guidance to TPU soldiers that have exhausted their resources in the field. HSA has the capability of updating MRD and AOC/ASI in Reserve Data Maintenance System, or RDMS. HSA also conducts HNLC selection board.

- **Medical/Dental/Vet /Specialty Corps** (ARPC-HSS/HSC) provides proactive career counseling and guidance to IMA and IRR soldiers in the following specialties: Medical Corps, Dental Corps, Veterinary Corps, Medical Service Corps, Army Specialist Corps and career guidance to TPU soldiers. All soldiers are highly encouraged to use the 2xCitizen web site. HSS/HSC has the capability of updating MRD and AOC/ASI in RDMS.

- **AMEDD Enlisted branch** (ARPC-HSE) provides career counseling to IRR and IMA soldiers. This includes facilitating personnel actions such as: promotions, reclassification, annual training, assignment to a TPU, retention, and re-enlistment contracts. Frequently PMNCOs are asked to support AC and RC deployment missions and contact soldiers who have volunteered. HSE also manages the 91W Y2 ASI removal for IRR, IMA and TPU soldiers. The process for Y2 removal is located on the web site at: <https://www.2xCitizen.usar.army.mil/soldierservices/guidance/91wy2-removal.asp>

- **Quality Assurance branch** (ARPC-HSQ) is responsible for the creation, credentialing and maintenance of all the practitioners in the AMEDD of the IRR and Retired Reserve. The same responsibilities are at the unit level for the TPU practitioners. The National AMEDD Augmentation Detachment, or NAAD, does the same function for all practitioners who are assigned to TPUs and attached to the NAAD. AR 40-68 governs the entire quality assurance administration for all components of the Army. AR-PERSCOM Quality Management Branch is a resource for all of the TPU credentialing managers and can give them information about training courses and can guide them in the performance of their important roles.

- **Incentives branch** (ARPC-HST) manages the **Specialized Training Assistance Program**, or STRAP; **Health Professional Loan Repayment**, or HPLR; and the **Bonus program** for the USAR. The STRAP manager maintains close coordination with reserve units for soldiers in the program. A letter is provided to both the unit and the soldier upon entry into the program. AR 135-7 is the reference regulation for STRAP. HPLR and Bonus programs for TPU soldiers are managed at the unit level. HST provides a resource for FTUS to gain knowledge of the process.
- **Promotion Year Group Team** (ARPC-HST) pro-actively identifies and assists in correcting deficiencies for AMEDD officers scheduled to go before the promotion board two years prior to the board. The PYG managers coordinate with units and soldiers to obtain required PDE.

HSPMD is the proponent for specific officer boards.

- **AOC/ASI.** All packets must be submitted to the respective branch. The board is held at AR-PERSCOM. The soldier's data-

base is updated with the awarded AOC/ASI with an approval letter sent to the soldier's unit commander.

- **MRD.** All packets must be submitted through the soldier's chain of command to the respective branch at AR-PERSCOM 6 months prior to the soldier's MRD. The board is held at AR-PERSCOM. HSPMD will provide the RSC's a list of eligible IRR officers for replacement of officers not extended beyond their MRD, if requested. Personnel Action Service Directorate has approval authority for MRDs.

- **HNLCA/HNLCL.** Specific to ANC, all packets for soldiers interested in attending must be submitted through the soldier's chain of command to AR-PERSCOM, ATTN: ARPC-HSA. The board is held at AR-PERSCOM, seats are allocated by USARC, and funding is local. Letters are sent out to soldiers once the board accepts application. **Soldiers cannot be put into ATRRS by the unit,** as it is a boarded process.

- **Continuing Health Education**, or CHE,/**Continuing Medical Education**, or CME, order processing. Orders are cut and funding is processed by AR-PERSCOM. Form DA 1058 and copy of conference itinerary must be submitted to AR-PERSCOM for processing.

- **Selective Retention Board**, or SRB, for lieutenant colonels and colonels and **Selective Continuation**, or SELCON, **Board** for captains and majors: PMOs at AR-PERSCOM assist soldiers in clarifying board process for these two boards.

- **Special Action Board:** Officers in a non-select for promotion status and want to apply for a re-look must first confirm that specific documents were missing from their promotion packet. Once this is confirmed, the soldier must put together a packet and forward it to AR-PERSCOM, ATTN: TAPC-MSL-NS. The packet does not have to go through the soldier's chain of command. Contents of packet are found on the 2xCitizen web site.

Plans can put soldiers on the ground for you

IRR ADT in support of commands and units

AR-PERSCOM's Plans Directorate, performs myriad functions in support of the Department of the Army, the Army Reserve and Active Component commands.

These Plans functions include mobilizing nearly 2,000 individual mobilization augmentee, or IMA, and Individual Ready Reserve, or IRR, soldiers in support of Operations Noble Eagle and Enduring Freedom; publishing orders within the last year on more than 1,200 Active Duty for Special Work, or ADSW/Active Duty for Training, or ADT, tours of individual troop program unit, or TPU, IMA and IRR soldiers in support of CINCs and MACOM's missions; validating over 84,000 Professional Development Education, or PDE, quotas of TPU, IMA, and IRR soldiers/managing off-line TRAPs to adjust quotas in the execution year; and providing IMA operational management to the IMA program.

But what is not as well-known is that Plans also has a program whereby it publishes orders for IRR soldiers to do their 12-day annual training. Unlike ADSW/ADT tours whereby Plans gets by-name requests directly from the CINCs and MACOMs, IRR ADT tours require Plans to 1) marry qualified IRR soldiers looking for tours with 2) a valid training requirement from the field. Although these requirements come from numerous and varied sources (i.e., filling out DA exercise requirements, CINC and MACOM commands looking for additional help) these

TRAPping quotas

During the Structure Manning Decision Review, the Mil Education team goes over every MOS and grade for school requirements (such as 95B30 school, 95B10 school, Infantry OAC, CGSC, etc). This also includes resident schools, two-week schools, schools held throughout the year if given at multiple locations and dates, etc.).

They verify that AR-PERSCOM needs, for instance, school seats (school training seat quotas) for this school held at this location at this date. As an example, Plans employees verify that they will need 15 school seats for CGSC resident phase for the June 10 class at Fort Leavenworth, Kan. A quota is a training seat requirement. The SMDR goes out three to five years from this current year to estimate AR-PERSCOM requirements so that TRADOC can start lining up the facilities, equipment and instructors to teach. They require a two-year lead time.

What TRAPs do: Training Requirements Arbitration Panels adjust the training seats already planned to adjust to new requirements. For instance, Plans may want to have 14 school seats for Officer Transportation OAC for FTMSD instead of the 10 it has quotas for since FTMSD has identified four more soldiers to go to training this year. If that is the case, Plans can ask for an off-line TRAP to see if Plans can persuade DA to add four more seats. Sometimes they can; sometimes they cannot. It often depends on training limitations (that is, class size already)

tours also have provided a great benefit to many TPUs.

Although not generally known overall, many TPU commanders have realized the benefits of using IRR soldiers to augment their units in preparation of, or during, their annual training. Using IRR soldiers in this way is a win-win proposition as units benefit with the extra help, and IRR soldiers train in their MOS to remain MOS-qualified. Many units have made using qualified IRR soldiers a part of their AT planning. The success of using IRR soldiers for this — as well as for all types of missions — is evident that in the past two years Plans has published more than 1,750

tours providing over 24,000 man-days of support to commands and agencies requesting qualified IRR soldiers.

If TPU commanders would like more information on getting qualified IRR soldiers to augment their annual training, they can contact Master Sgt. Kathy Hewitt or Sgt. 1st Class Wendell Rover at 1 (800) 325-1874 (option 6), or commercially (314) 592-0465.

Tours are normally limited to 12 days. Regulation further stipulates that there must be a match of the MOS of the soldier to the duty MOS of the requirement to ensure that there is training value for the soldier.

Homeless vets get what they need at Stand Down

by Master Sgt. Vieni Taamilo

St. Louis held its 15th Veterans Stand Down at Soldiers Memorial downtown Sept. 13 and 14. (For one in your area: www.va.gov)

Approximately 350 veterans registered; however, only 300 received services and information through the efforts of AR-PERSCOM volunteers, participating agencies and organizations. St. Louis has about 3,000 homeless veterans.

This year, organizers were doubtful if they were getting any tents, but the U.S. Army Reserve 10th Psyops Battalion from Jefferson Barracks came through to deliver three GP Medium tents.

On Sept. 13, during the setup phase, AR-PERSCOM soldiers were able to get the tents erected in record time and put together all of the other necessities that it takes to run the Stand Down.

The next day, volunteers from the Army Reserve, Marine Corps

Reserve, Air Force Reserve and civilian volunteers from all walks of life spent the day making sure that participating homeless veterans received all of the services that they expected.

Veterans took advantage of the legal clinic, medical services, and employment and education services. Dental screening and referral was available as well as clothing, bus passes, and lunch. Housing services and credit and debt relief counseling were also available. Most of the volunteers from AR-PERSCOM held critical positions as forward observers; they lead a squad of five veterans per squad. Other areas AR-PERSCOM soldiers worked were the courthouse checking in bags, medical section, food, barber-shop and registration. All 31 AR-PERSCOM volunteers worked together with other agencies to make the Stand Down work for local veterans.



Soldiers from AR-PERSCOM and other organizations move tables in preparation for the Veterans Stand Down at the Soldiers Memorial in downtown St. Louis Sept. 13. ♦ Master Sgt. Vieni Taamilo helps unload.



Photos by Master Sgt. Brian Kappmeyer
Sgt. 1st Class Lissa Coronado cuts the hair of a veteran attending the Veterans Stand Down in St. Louis Sept. 14. ♦ Tear-off tags are used so that each of the "service stations" can keep a tally of the number of homeless veterans who've been served. ♦ Master Sgt. Elsworth LeGrant helps to set up a tent Sept. 13. During a military Stand Down, exhausted combat troops are removed from the frontlines to rest and recover in a safe and secure area. Two Vietnam vets, Robert VanKeuren and Dr. Jon Nachison, organized the very first Homeless Veterans Stand Down in San Diego in 1988.

New USAR CSM has big shoes to fill



"First and foremost, I want to develop and empower the Non-commissioned Officer Corps. Taking care of them (the soldier) just doesn't mean getting them their pay. I'm a non-commissioned officer. NCOs are trainers."

Command Sgt. Maj.
Michele Jones
U.S. Army Reserve

Jones comes to this position of responsibility from the 78th Division (Training Support), where she was the first female division command sergeant major in Army history. In civilian life, Jones (who was a troop program unit, or TPU, soldier) works for Tyco Corporation's ADT Security Systems in technical support/computer systems. She is on military leave and plans to return when her tour is finished.

by Andrea Wales

Command Sgt. Maj. Michele S. Jones became the senior enlisted adviser to the chief of the Army Reserve Oct. 25.

She succeeds Command Sgt. Maj. Alex Ray Lackey and is the first woman to serve as the command sergeant major of the Army Reserve.

She and Lackey visited the U.S. Army Reserve Personnel Command in mid-September.

"I didn't get this job because I'm female. I didn't get this job because I'm African-American. I got this job because I'm a CSM who did a good job — with my teams because I didn't get where I am by myself," Jones said.

When asked how she opened closed doors, she replied, "There were challenges and perceived obstacles, but there were no closed doors. If there were obstacles, I went over them, under them, around them, bottom line: overcame them."

Some may wonder how a female soldier can tell subordinates to do things that she is not authorized to do, such as be in a combat arms specialty.

"Everyone is a soldier (in the Army)," Jones said. "I'm not a subject-matter expert on every MOS (military occupational specialty): I'm a subject-matter expert on basic soldier skills."

Gender should not be an issue, she said.

"My job is the Army, and it's not gender-based," she said. "It's not about me; it's about the Army."

"Equal opportunity is leveling the playing field," she said. "It's about giving the same opportunities regardless of anything other than what you've done, what you're doing and what you can do."



"Lessons learned: Take nothing for granted, believe nothing you hear and half of what you see."

Command Sgt. Maj.
Alex Ray Lackey
U.S. Army Reserve

Among his many accomplishments (see page 10 for more), he instituted the Soldier/NCO of the Year Board for the entire Army Reserve, and restructured the first-sergeant program so that eligible soldiers across the USAR could compete for first-sergeant slots, not just those who happened to be in the geographical area. Lackey leaves the Army Reserve to become the Fort Knox, Ky., postmaster after taking a three-year leave of absence from the U.S. Postal Service to serve as USAR CSM.

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